Administrator Review Survey

Administrators at the University of Arizona are assessed on their leadership in developing partnerships and managing resources to build capacity, improve performance and advance innovations.

DEMONSTRATING LEADERSHIP
1. Vision: Clearly articulates an engaging vision of the unit’s future.
2. Direction: Effectively leads others in solving problems and improving programs.
3. Decisiveness: Makes difficult decisions in a timely manner.
4. Communication: Communicates effectively using words, images and ideas in a meaningful manner.
5. Credibility: Honors commitments and is trusted by others.
6. Composure: Stays calm and composed in high-pressure situations. Keeps anger and frustration under control and responds appropriately in confrontational situations.

ADVANCING INNOVATION
7. Facilitating Change: Anticipates and adapts to emerging institutional and societal needs and helps individuals overcome resistance to change.
8. Community Engagement: Advances innovations to extend the unit’s impact through outreach to form partnerships that apply the unit’s expertise to societal, economic and community challenges.
9. Undergraduate Education: Advances innovations to improve recruiting, advising, teaching, curriculum, and the timely progress of undergraduates toward graduation.
10. Graduate and Postdoctoral Education: Advances innovations in recruiting, mentoring, instructing, and placing graduate students, postdoctoral fellows, residents, and others trained in the unit.
11. Research: Advances innovations to support and reward research achievements.

MANAGING RESOURCES
12. Responsiveness: Is accessible, solicits and considers appropriate input, and follows up as needed.
13. Resource Acquisition: Is effective in securing resources, including donations and other external & internal funds.
14. Resource Management: Budgets and manages capital, personnel and other resources prudently. Explores opportunities to be more efficient while investing in areas critical to long-term success.
15. Operations: Ensures that the units and individuals that report to him/her are functioning effectively, productively, and responsively.

DEVELOPING PARTNERSHIPS
16. University Relationships: Establishes effective relationships and alliances with other university units and administrators to advance the unit’s mission.
17. External Relationships: Establishes relationships with alumni, community partners, donors, professional associations, and other agencies and groups to achieve the unit’s goals.

BUILDING CAPACITY
18. Diversity and Inclusion: Builds and sustains a diverse and inclusive environment through efforts to recruit, retain and welcome a diverse faculty, staff and student body.
19. Builds Civility: Makes productive use of individual differences by creating a culture in which individuals feel safe in disagreeing, conflicts are mediated, and people are held accountable for treating others respectfully.
20. Development and Feedback: Supports professional growth by providing regular and instructive feedback, growth assignments, and other opportunities for development.
21. Staff: Effectively recruits, manages and supports appointed professionals and staff by fostering collaboration, providing appropriate supervision and recognizing achievements.
22. Faculty Recruitment and Retention: Recruits, supports, and retains outstanding faculty that are invested in the success of the unit.

What are this individual’s most significant strengths?
What specific actions or behaviors would make this individual a more effective leader?
If possible, please offer specific observations and suggestions.